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CONFIDENTIAL

LETTER OF REFERENCE

Attallah Kappas, M.D.
Fairchild Professor and Vice President
The Rockefeller University Hospital
1230 York Avenue
New York, NY 10021-6399

Dear Dr. Kappas:

I am pleased to write to you concerning Dr. Ronald Crystal and his suitability for appointment as Professor at the Rockefeller University. I have known Dr. Crystal for more than a decade and I am familiar with his research.

As you know, after completing his medical training in Boston, Dr. Crystal moved to the National Institutes of Health as a Research Associate. At that time, he was undifferentiated in medicine and a neophyte in molecular hematology. From this peripheral start, he developed a laboratory devoted to pulmonary biochemistry and finally a "Pulmonary Branch" that quickly proved to be one of the more productive laboratories in this country. Exploiting fully the background that he acquired while a member of the Section on Molecular Hematology at the NIH and his prior interest in physics, his laboratory quickly took the lead in research on the interstitial spaces of the lungs, its collagen matrix and its response to injury and inflammation. Around him quickly gathered a remarkable group of talented younger individuals who quickly surfaced as independent investigators. The laboratory is prolific in its publications, publishes in fine journals and has brought distinction to Dr. Crystal as its leader. This is not to say that all workers in the field endorse either the results or the interpretations. However, the work is highly regarded, imaginatively undertaken and critically executed. The "Pulmonary Branch" at the National Heart, Lung and Blood Institute stands as a monument to the energy, industry, creativity and resourcefulness of Dr. Crystal.

Throughout his career at the NIH, Dr. Crystal has effectively straddled the fence between basic science on the one hand and clinical medicine on the other. Indeed, in his own way, he typifies clinical investigation at its best. His fundamental research on the connective tissue of the lungs and its response to injury has withstood the intense scrutiny of immunologists and molecular biologists.

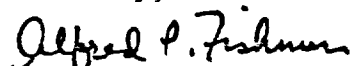
Attallah Kappas, M.D.
August 26, 1985
page 2

His clinical observations on sarcoidosis, fibrosing alveolitis and a spectrum of other interstitial diseases is among the best in the field.

The above observations, his biographical sketch and his bibliography leave little doubt that Dr. Crystal can develop a strong program that is both patient-oriented as well as laboratory-oriented. He now has a strong following in this country and will undoubtedly attract bright young minds as trainees. Some will undoubtedly find him to be aggressive to the point of being abrasive. However, overall the external manifestations of a powerful drive have not compromised the development of one of the best programs in the country at the National Institutes of Health.

In essence, there is little doubt in my mind that Dr. Crystal can organize and implement a program of clinical investigation that will enrich your institution. Occasionally he will rub people around him the wrong way but that is a modest price to pay for an unusually creative individual with a record of accomplishment that is a harbinger of even better things to come.

Sincerely,

A handwritten signature in cursive script that reads "Alfred P. Fishman".

Alfred P. Fishman, M.D.

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